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19 April 1963

*Superseded by
23 May 63 paper***MEMORANDUM FOR: Deputy Director of Central Intelligence****SUBJECT : Centralization of Automatic Data Processing
Resources within CIA****REFERENCE:**

This paper requests your approval of a recommendation to create an Office of Computer Services (OCS) that will consolidate the computer and punched card activities in CIA.

(In the context of this paper, ADP is defined as including electronic computers, punched card electrical accounting machines, machine input devices, and associated systems, programming, and operating personnel.)

RELEVANT FACTS:

1. The Agency's automatic data processing (ADP) elements are today ~~decentralized~~. There are 18 independent ADP elements, large and small, operating within the following Agency components:

Machine Division, OCR
Special Register, OCR
Contact Division, OO
Computer Branch, NPIC
ADP Branch, NPIC
Project CHIVE
Medical Staff
Office of Personnel
Office of Logistics
Security Division, OC
Engineering Division, OC
Office of Security

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GROUP 1
Excluded from automatic
downgrading and
declassification

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☐ Records Center
Automatic Data Processing Staff
Records Integration Division, DB/P
Systems Group, DB/P
Office of Special Activities, DB/R
Automatic Data Processing Division, Office of
Controller

2. The Agency spends about \$4,300,000 annually for ADF hardware and directly associated personnel. A total of 419 positions are now authorized to support ADF activities throughout the Agency.

3. The Agency's use of ADF equipment is certain to expand. This expansion will lead to further decentralization unless the Agency acts to consolidate such resources.

4. Expanded use of ADF within CIA will occur largely through the introduction of computers. Computers will be introduced both to replace punched card equipment and to provide entirely new capabilities and services.

NEW REQUIREMENTS:

1. Many ~~new~~ computer interests are being nourished in the Agency; for example:

- A requirement exists for scientific computation in support of OSI's interest in such fields as trajectory analysis and telemetry analysis.
- ☐ are seriously exploring the utilization of computers for language translation and automatic printing.
- DB/I anticipates considerable exchange of intelligence data on magnetic tapes with NSA and the Services.

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- DD/R computer interests for ELINT analog analysis and CSA special project needs are already in the mill and growing.
- COMUSC is negotiating a contract for procurement of special purpose computers for automatic switching at Headquarters and in the field. It also has plans to employ computers for overseas cryptanalysis, and radio wave propagation studies.
- SECURITY has a pilot operation underway to test the efficacy of utilizing electronic computers for name indexing and searching.
- NED STAFF is studying the use of computers for automatic, remote analysis of KGC and ESG data.
- LCG is considering further refinements in its inventory control of supplies and equipment via computer techniques.
- PERSONNEL intends to increase its control over employee qualifications data and fitness reports.
- Special projects in DD/P currently employ computers through contractual arrangements. Eventually some of these will lead to the receipt of products by CIA that will require further computer processing.

2. There is an immediate need for a large-scale scientific computer within CIA. This need stems from requirements in all four of the Deputy Directorates. The most urgent requirement in terms of time is that of the DD/R. The DD/R, in a memorandum to the DD/S dated 4 April 1963, requested that an IBM 7090 be installed in the Headquarters Building at the earliest possible date and under the highest Governmental priority.

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DISCUSSION:

1. CIA has reached a crossroad and must decide now whether it will continue to develop separate computer installations or establish a policy that will encourage centralization of human and hardware resources. The advantages of centralization will derive mainly from consolidated management and operational control of the machines, people, and planning. For example, centralization will:

- a. Provide, through pooling Agency ADP resources, much larger and more flexible ADP capabilities to meet growing Agency needs;
- b. Permit CIA to optimize the use of ADP skills, hardware and software;
- c. Foster professionalism and career development within the ADP field;
- d. Increase the possibility of equipment compatibility within CIA;
- e. Conserve manpower, dollars, and space per unit of ADP capability established; and
- f. Improve CIA's interagency posture in the ADP field.

2. Computers are expensive items to operate and maintain. To tolerate proliferation of separate computing centers will impair the Agency's financial control over these resources. By consolidating general-service computing elements in the Agency, I believe we will better equip ourselves to deal more effectively with the many computer interests that are now budding throughout the Agency. We will, too, be better able to defend our budgetary requirements and reduce in-house competition for scarce computer

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skills. From a personnel viewpoint, I think it offers us the best vehicle for intensifying our recruitment and training programs for computer professionals, and for developing experienced in-house human resources.

PLAN:

1. Consolidation of ADF activities within CIA should be accomplished in two phases, as follows:

a. Phase I - Effective 1 June 1963

(1) Create an Office of Computer Services in the DA/S vice the CIA Automatic Data Processing Staff.

(2) Consolidate the functions, positions, and budgets now assigned to:



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(3) Authorize the DA/S to order now an IBM 7090 scientific computer. Because of the timing of the DA/R requirement, the acquisition of the IBM 7090 is the most urgent element of Phase I. Twenty-five additional ceiling positions for computer programmers and operators will be required in FY-64 for the IBM 7090 and a budget of \$1,100,000 for machine rental, personnel, supplies and site preparation.

(4) Provide space in Headquarters Building for OCS hardware and personnel. As of June 1963, space requirements are estimated as follows:

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The IBM 7090 will be physically integrated with the CHIVE 1410/1401 computers in Headquarters, and they will be functionally interdependent.

b. Phase II - Effective June 1964

Absorb into the Office of Computer Services the punched card activities now located in the following DD/I Offices: OCR, OO, and OAR. One of the tasks assigned to Project CHIVE is to design a computer-driven system for the document and information retrieval functions in DD/I. If DD/I approves the implementation of such a system, new computing resources of very major proportions will be introduced, and these will gradually absorb much of the work now being done by punched card machines.

2. Total centralization of the management of computer activities in CIA would also include RID and NFIC computer installations. Because of the traditional separation of RID and NFIC, these components have not been included in this plan. However, this question should be reviewed annually by the Chief, OCS, and the CIA ADP Committee to determine if a change in policy is warranted.

CONCLUSIONS:

1. CIA should move now to consolidate and centralize its ADP resources.

2. Long-range benefits will accrue to CIA from such an action. Single professional management should provide for more uniform career development, more balanced computer utilization, improved priority scheduling, and compatible hardware expansion.

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3. Consolidation should occur in two phases as outlined under PLAN, Paragraph 1, of this paper.

4. Space, budget, and personnel resources required by the new Office of Computer Services should be authorized immediately to enable DD/S to proceed with an orderly process of consolidation and with the immediate acquisition of a scientific computer (IBM 7090).

RECOMMENDATIONS:

1. That an Office of Computer Services be established within the DD/S to centralize CIA's ADP resources.

2. That this centralization occur in two phases as indicated under PLAN, Paragraph 1, of this paper, and that Phase I be implemented effective 1 June 1963.

25X9 3. That the total complement of the new Office be set for FY-64 positions, which includes an authorization for 25 additional ceiling positions.

25X1A 4. That the budget of the new Office for FY-64 be set at square feet of space be made available for its personnel and hardware in Headquarters Building.

5. That DD/S be authorized immediately to order an IBM 7090 scientific computer for installation in Headquarters Building no later than July 1963.

L. K. White
Deputy Director
(Support)

APPROVED:

Marshall S. Carter
Deputy Director of Central Intelligence

Date

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RATIONALE FOR CONSOLIDATING
COMPUTER AND
PUNCHED CARD MACHINE
RESOURCES
IN CIA

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PLAN

CONSOLIDATE ALL MACHINE ACTIVITIES*

ESTABLISH AN OFFICE OF COMPUTER SERVICES TO
RENDER AUTOMATIC DATA PROCESSING SUPPORT
TO ALL AGENCY COMPONENTS.

REQUIRE THE NEW OFFICE TO CENTRALIZE
BUDGETING, PLANNING, AND SCHEDULING
OF MACHINE REQUIREMENTS AND WORK.

CREATE A CAREER SERVICE FOR COMPUTER AND
PUNCHED CARD PERSONNEL.

AUTHORIZE SLOTS, FUNDS, AND SPACE.

*NOTE: (1) WALNUT AND NPIC's "490" EXCLUDED BECAUSE OF
SELF-CONTAINED, FULL TIME NATURE OF THEIR WORK.

(2) CONSOLIDATION TO BE SCHEDULED:

PHASE I -- ADPD/COMPTROLLER; PROJECT CHIVE/DDI;
ADPS/DDS; AND MISCELLANEOUS DD/S
ACTIVITIES. (EFF. 1 JUNE 1963)

PHASE II - REMAINING COMPONENTS: MD/OCR/DDI;
SR/OCR/DDI; CD/OO/DDI; NPIC/CSD.
(EFF: 1 JAN 1964)

PRESSURES

PERSONNEL

COMPETITIVE RECRUITMENT
UNCOORDINATED TRAINING
UNBALANCED JOB CLASSIFICATIONS
FAVORED HARDWARE
LITTLE FLEXIBILITY FOR GROWTH
MEAGER SKILLS

HARDWARE

DIFFICULT TO SCHEDULE PRIORITIES
TECHNICAL INCOMPATIBILITY
UNCONTROLLED EXPANSION
INEFFICIENT UTILIZATION

JOBS

MUSHROOMING AND VARIED
TREND TOWARD COMPUTER USAGE
NEED FOR STRONG INTER-AGENCY POSTURE

COSTS

POINTS IN FAVOR OF PLAN

- PROVIDES FLEXIBILITY IN MEETING GROWING INTERNAL NEEDS
- OPTIMIZES USE OF HARDWARE AND SOFTWARE
- CONCENTRATES SKILLS IN ONE PLACE
- CONSERVES DOLLARS AND SPACE
- ENCOURAGES CAREER DEVELOPMENT (PROFESSIONALISM)
- ENSURES EQUIPMENT COMPATIBILITY
- PERMITS PRIORITY SCHEDULING
- IMPROVES CIA INTER-AGENCY POSTURE

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